

**Professional Technical Assistance and Consulting Services for Managed Care Procurement**  
**RFP 2017-OMS-03-Profe**  
**Questions and Answers**

#	Section	Question	Response
1.	NA	How many organizations bid on the 2013 MCO procurement?	<b>There were five (5) bidders in the 2013 procurement for managed care.</b>
2.	NA	Does the Department utilize any alternative payment models today? If so, please provide a short description of those models and the number of lives/Medicaid provider payments represented by the models.	<b>No.</b>
3.	NA	We understand the Department must develop a roadmap for modifying its Medicaid managed care contracts to reflect the impact of the DSRIP waiver and progress toward APM goal (as required	<b>Yes.</b>

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		by CMS, by July 2017). Will the contractor have access to this roadmap (complete or in draft)?	
4.	NA	Please confirm there will be one primary contract awardee (i.e. deliverables will not be awarded separately)	<b>There will be one primary contract awardee.</b>
5.	NA	What, if any, actuarial expertise should the bidder on this RFP possess?	<b>The Department is excluding actuarial consulting services from the Scope of Services outlined per Section 3.2, pages 6, 7, and 8. Per Section 3.2.7, the selected vendor is expected to “as necessary work in consultation with the Department’s actuarial and Managed Long Term Supports and Services (MLTSS) contractors. With direction from Department staff, the Consultant may be asked to make recommendations relative to rate setting for the RFP and modifications to select waivers.”</b>
6.	General	Is the Department currently working with vendors on efforts related to the services being procured in this RFP? If so, who are the vendors and what is their role?	<b>The Department has a contractual relationship with Milliman for actuarial consulting services. The Department is accepting applications from a qualified, experienced Medicaid Managed Long-Term Services and Supports (MLTSS) professional consulting organization to work under the direction of the Office of Medicaid Services and as part of the SB 553 work group to develop an implementation plan for the inclusion of select long-term services and supports into the State’s Medicaid Care Management (MCM) program. The Department requires a Medicaid Managed Long-Term Services and Supports (MLTSS) professional consultant/organization to work under the direction of the Office of Medicaid Services and as part of the SB 553 work group to develop an implementation plan for the inclusion of select long-term services and supports into the State’s Medicaid Care Management program. To learn more, please consult the Request for Proposal at: <a href="http://www.dhhs.nh.gov/business/rfp/rfp-2017-oms-01-manag.htm">http://www.dhhs.nh.gov/business/rfp/rfp-2017-oms-01-manag.htm</a>.</b>

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7.	General	Does the State currently have a contracted consultant providing technical assistance regarding design, operations and evaluation of the Care Management Program? Does the State currently have a contracted consultant providing technical assistance regarding the State's <i>Building Capacity for Transformation Section 1115 Demonstration Waiver</i> ? If so, which vendor(s)?	<b>No. The Department, as of 12/7/2016, neither has a contractual relationship with any vendor for the design, operations, and evaluation of the Medicaid Care Management Program nor for the provision of technical assistance for the State's Building Capacity for Transformation Section 1115 Demonstration Waiver.</b>
8.	Page 4, Section 1.3, Contract Period	If the Department elects to extend the contract for an additional	<b>Yes; if the Department elects to extend the contract, negotiations will be initiated.</b>

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		year, will the pricing, cost and scope be negotiated at that time.	
9.	Page 6, Section 3.2.1, Evaluation and Recommendation	<p>a. Does the Department have a specific interest in any specific "other" states for "a review of relevant agreements with other states..."</p> <p>b. Will the Department provide Medicaid managed care contracts from other states or will the contractor need to obtain these?</p>	<p><b>(a) Per Section 3.2.1, page 6, it is expected that the selected vendor "will perform a review of relevant agreements with other states, and the previous procurement process to ascertain and inform best practices." This will be done once the selected vendor reviews "the current New Hampshire Medicaid Care Management program, contracts, and associated documents, including the previous procurement process utilized, to make recommendations to strengthen and improve the Department's oversight and future procurement process." It is the Department's expectation that the selected vendor will identify best practices and procurement approaches in other states that align with the business priorities and contracting goals set by New Hampshire. It is the Department's expectation that the selected vendor will recommend which states have models that New Hampshire should consider.</b></p> <p><b>(b) It is the Department's expectation that as part of the evaluation and recommendation process the selected vendor will obtain the contracts. Please see Section 3.2.1, page 6, for further clarification.</b></p>
10.	Pages 6-8, Section 3.2 Scope of Services	Can the Department provide a maximum budget for each	<b>It is the responsibility of the vendor to determine appropriate costs for requested services as outlined in the Request For Proposal.</b>

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		of the primary task items in Sections 3.2.1 through 3.2.12? Alternatively, if the Department has a maximum budget for all primary tasks combined, please provide.	
11	Page 7, Section 3.2.3 National Landscape Assessment	Does the Department have a specific interest in any specific "other" states to "research and analyze other states' experience..."	<b>Per Section 3.2.3, page 7, the Department is requiring the selected vendor to "Research and analyze other states' experience in Medicaid managed care programs and delivery systems with features including, Alternative Payment Models (APMs), Value Based Purchasing, optimizing MCO performance, and MCO transition planning/requirements." The Department expects that the selected vendor would advise the Department on the key, relevant practices and/or approaches in other states.</b>
12	Page 7, Section 3.2.6	<p>a. Please confirm that the new program start date associated with the managed care re-procurement will be July 1, 2018.</p> <p>b. Does the Department</p>	<p><b>(a)Yes.</b></p> <p><b>(b)Per Section 3.2.5, page 7; it is the Department's expectation that the selected vendor will "Guide the Department's development of the actual request for proposal (RFP); <i>inclusive of a project implementation timeline</i> and other components." As further clarification, the Department anticipates that a Request for Proposal would be issued on or about June 1, 2017.</b></p> <p><b>(c)The Department timeline for the initial procurement of managed care was as follows: RFP development in September 2011, final RFP issued October 2011, bids due December 2011, and contracts submitted to Governor &amp; Council April 2012. Further information on the prior procurement process can be found at the Department's web site, in archive, at <a href="http://www.dhhs.nh.gov/ombp/caremgt/archive.htm">http://www.dhhs.nh.gov/ombp/caremgt/archive.htm</a>.</b></p> <p><b>(d)Metrics will be determined in collaboration with Department at time of contracting.</b></p>

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		<p>have an internal deadline for the procurement's release and award date?</p> <p>c. Can the Department share its timeline from the prior procurement?</p> <p>d. What metrics will the contractor need to track? Would these require access to databases or information systems run by the Department?</p>	
13	Page 7, Section 3.2.7	a. Will the Contractor be required to provide actuarial services, or to only coordinate	<p><b>(a) The selected vendor will be required to coordinate with the Department's actuarial firm. Please see response to Question 5.</b></p> <p><b>(b) Please see response to Question 5 and Question 8.</b></p> <p><b>(c) No.</b></p> <p><b>(d) Per SB 553, the Department is required to prepare and adopt a "comprehensive plan for the services to be incorporated into managed care." To learn more please review SB 553 at:</b></p> <p><a href="http://www.gencourt.state.nh.us/bill_status/billText.aspx?id=936&amp;txtFormat=pdf&amp;v=c">http://www.gencourt.state.nh.us/bill_status/billText.aspx?id=936&amp;txtFormat=pdf&amp;v=c</a></p>

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		<p>with the Department's current actuary?</p> <p>b. Please describe the role that will be played by the actuarial consult and MLTSS contractor.</p> <p>c. Is the Contractor for this engagement precluded from also serving as the MLTSS Contractor?</p> <p>d. Please confirm that the managed care RFP to be developed will include long term services and supports. If so,:</p> <ul style="list-style-type: none"> <li>• Please describe how the MLTSS Contractor is</li> </ul>	<p><u><a href="#">urrent</a></u></p> <p><b>To learn more about the Department's expectation for the selected vendor for MLTSS consulting services role in contribution to the Development of the managed care RFP," please refer to Section 3.2.3, page 9, of the Managed Long-Term Services and Supports Consulting Services, RFP-2017-OMS-01-MANAG, at <a href="http://www.dhhs.nh.gov/business/rfp/documents/rfp-2017-oms-01-manag.pdf">http://www.dhhs.nh.gov/business/rfp/documents/rfp-2017-oms-01-manag.pdf</a>. It is expected, per 3.2.3 that the selected MLTSS vendor will "Provide specific <i>recommendations to DHHS, and the designated procurement contractor</i>, regarding best practices in MLTSS RFP and <i>contract language</i>."</b></p>
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		<p>expected to contribute to the development of the managed care RFP</p> <ul style="list-style-type: none"> <li>• Is it the responsibility of this vendor to draft the contract requirements , or the responsibility of the MLTSS Contractor?</li> </ul>	
14 .	Page 7, Section 3.2.8	<p>a. Please clarify the request in this section. Is the request to work with the APM technical assistance vendor? Or, is there other wording missing? If the request is to work with the APM technical assistance</p>	<p><b>(a)Per Section 3.2.8, page 7, the Department expects the selected vendor to work with the current APM Technical Assistance assigned to the Department through the CMS Innovator Accelerator Program. Manatt Consulting is providing APM Technical Assistance to the Department.</b></p> <p><b>(b)Per Section 3.2.8, page 7, “The consultant will make recommendations to the RFP content as it relates to terms and payment structure to incentivize MCO vendors to reduce costs through APMs.” It is the Department’s expectation that these recommendations will be reflected in the procurement RFP narrative, as well as the contract language. The Department expects the selected vendor to operationalize APM recommendations from Technical Assistance, in collaboration with the Department, into <i>specific language in the RFP and contract.</i></b></p>

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		<p>vendor, what firm current serves as that vendor?</p> <p>b. What is “the APM technical assistance” the contractor will be expected to work with on RFP constructs and details?</p>	
15 .	Page 7, Section 3.2.9	In drafting the managed care RFP, what is the anticipated proportion of writing to be completed by the Department versus the Contractor?	<b>As further clarification, it is anticipated that the initial first draft of the RFP will be written and delivered by the selected vendor. The draft will be, per Section 3.2.9, page 7, will be “reviewed by the Department’s Re-procurement Project Team for comments and change.”</b>
16 .	Page 7, Section 3.2.10	Does the Department anticipate having a Bidder’s Conference as part of the re-procurement process? If so, is the Contractor	<b>The Department may have a bidder’s conference, if warranted. The selected vendor would work closely with the DHHS procurement team to perform this.</b>

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		expected to assist with the Bidder's Conference?	
17	Page 7 Section 3.2.11	a. Appendix C indicates that the vendor should include pricing for evaluation of RFP responses. However, the scope of work in Section 3.2 does not indicate this work as a vendor activity. Please confirm the vendor will review RFP responses, and if so, to what extent (e.g., only providing subject matter expertise for certain	<p><b>(a)Section 3.2.11, page 8, reads as follows: “Review and Negotiation – Make recommendations for procurement review process, as well as provide the Department with written recommendations for negotiation considerations and techniques specific to new Medicaid managed care contracts with vendors selected from the competitive procurement process.” As further clarification to Appendix C, the selected vendor will not review RFP responses, but rather will assist the Department in the development of the RFP evaluation criteria/process.</b></p> <p><b>(b)It is the Department’s expectation that the selected vendor will make expert recommendations on “negotiation considerations and techniques,” as well as, at the Department’s request, provide counsel on how to effectively leverage negotiations with prospective carriers.</b></p>

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		<p>sections, evaluation team member scoring proposals, evaluation team member not scoring proposals, etc.). Will the vendor review responses regarding LTSS, or will that be the responsibility of the MLTSS vendor?</p> <p>b. Please describe further the kinds of “negotiation consideration s and techniques” that the Department would like to receive under 3.2.11. In</p>	
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		particular, is the successful winner of this procurement expected to provide specific recommendations on how to respond to each MCO's bid?	
18	Page 8 Section 3.3.1	<p>a. Is it the Department's intent to assign a staff person as the Project Manager for the managed care re-procurement ?</p> <p>b. How many FTEs does the Department anticipate it will assign to the managed care re-procurement ?</p> <p>c. Approximatel</p>	<p><b>(a)Yes.</b></p> <p><b>(b)The Department will allocate resources to stand up an internal procurement team.</b></p> <p><b>(c)It is the Department's expectation that the selected vendor will assist in further staff definition, and time allocation, inclusive of suggested increases in staff capacity, as part of a proactive planning process to ensure that the procurement is successful and business/policy objectives are achieved.</b></p>

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		y what percentage of Department staff time be dedicated to the procurement process?	
19	Page 7, Section 3.3 Guidance and Consultation with APM Model Technical Assistance	Will the Department contract with an additional vendor to provide APM technical assistance? If so, please provide details of that contractor's responsibilities.	<b>Please see responses to Questions 2, 3, and 14.</b>
20	Page 8 Staffing Requirements	<p>a. Please confirm that the Department does not require a full-time, on-site presence for this scope of work.</p> <p>b. How many days on-site</p>	<p><b>(a)It is expected that selected vendors will provide necessary resources to meet the deliverables outlined in the Scope of Work and that a staffing plan will outline recommended on-site support if needed. The RFP does not specify a full-time, on-site presence.</b></p> <p><b>(b)(c)It is the Department's expectation that the vendor will identify as part of the Scope of Service, and specific deliverables elements that might benefit from on-site, versus remote supports, and include this in Staffing Requirements; see Section 3.3, page 8.</b></p>

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		<p>does the Department anticipate will be required?</p> <p>c. Can the Department provide some guidance regarding when the Department may be required to perform contract services in-person upon request; for instance, does the Department anticipate this may be necessary monthly or quarterly, or tied to specific deliverables or procurement activities.</p>	
21	Page 8, Section	The requirement	

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.	3.4 Deliverables	states that “deliverables for this project will be based on the Work Plan submitted as part of the Vendor Proposal. The Work Plan shall include time frames defined in the number of days required to complete each task.” Aside from the Vendor’s approach to 3.2 Scope of Services, can the Department provide additional detail regarding anticipated milestones and delivery dates for key tasks; for instance, can the Department clarify its desired internal milestones and delivery dates	<b>As further clarification, the Department expects the vendor to provide a timeline for start-up and readiness, inclusive of expert, available staff, to fulfill the elements outlined in the plan provision. Moreover, the Department expects that a work plan shall include the number of work days required to complete tasks/deliverables outlined in the work plan. The Department welcomes vendors providing anticipated milestones and delivery dates for key tasks given that the procurement process is mission critical to continue the Medicaid Care Management program after June 30, 2018; inclusive of select long term services and supports. As further clarification, the Department expects to release a Request for Proposal on or about June 1, 2017.</b>
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		that it wishes to achieve through this procurement, i.e. procurement dates, go-live dates.	
22 .	Page 9 Section 3.6, Technical Response, and Section 7.2.2.6, Bidder's References, page 21	Should bidders submit the same references in response to Questions 1 and 2 on page 9 and Section 7.2.2.6 on page 21?	<b>Yes.</b>
23 .	Page 9 Q.2., Section 3.6 Technical Response	<p>a. Please clarify the Department's requirements regarding a "recommend ation" related to VBP and APMs. How does this differ than a reference?</p> <p>b. Is the Bidder expected to write the three project descriptions or is the Bidder expected to</p>	<b>(a)(b)(c)The Department expects the bidder to supply references related to three engagements with APM procurement and/or re-procurement. The Department would like to have an understanding for three APM work engagements, through the bidder's written description of the work undertaken and deliverables, along with specific references that the Department can contact. It is expected that the references supplied, as well as the bidder's written description, will speak to why your firm is uniquely qualified to assist with APM re-procurement and your experience in the subject matter.</b>

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		<p>provide three recommendations written by its references?</p> <p>c. Is the Bidder expected to answer the question listed in Q2 or are the Bidder's references expected to answer this question about the Bidder?</p>	
24 .	Page 13, Section 6.2 Procurement Timeline	Given the holiday schedule, will the Department consider extending response due date.	<b>The response due date will not be extended.</b>
25 .	Page 13, Section 6.3 Letter of Intent	Please provide a list of entities that submitted a Letter of Intent in response to this RFP.	<b>See Section 6.13 Public Disclosure and Section 6.18 Contract Negotiations and Unsuccessful Bidder Notice.</b>
26 .	Page 15, Section 6.13	Will the Department permit bidders to	<b>If a 91-A request is received, the bidder will be allowed the opportunity to redact their proposal under RSA 91-A:5, IV. No information will be distributed to the requesting entity without prior approval from the Bidder.</b>

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		submit (along with their proposal submittal) a redacted version of its proposal in response to public records information requests?	
27	Page 20, Section 7.2.2.1.c.iii	Please define: requests that we identify the name, title, mailing address, telephone number and email address of the fiscal agent of the organization.	<b>The fiscal agent is the person who will be representing the vendor as a fiscal agent, and is the person responsible to respond to any financial questions/issues that arise from the proposal. If you stock transfer agent is that person, then yes, provide the information as requested for that person.</b>
28	Page 20, Section 7.2.2.4 Proposal Narrative, Project Approach and Technical Response	Please clarify whether, as part of 7.2.2.4, the bidder must respond to the five questions in 3.6, <i>Technical Responses</i> and describe its approach to each of the other subsections of <i>Section 3, i.e., 3.1, Covered</i>	<p><b>Yes.</b></p> <p><b>Please see answer to Questions 22 that notes that bidders may submit the same references in response to Questions 1 and 2 on page 9 and Section 7.2.2.6 on page 21.</b></p> <p><b>Please include the “Description of the Organization,” per Section 7.2.2.5, page 20, as an Appendix to the Technical Proposal.</b></p> <p><b>Please include “Staffing and Resumes,” per Section 7.2.2.7, page 20, as an Appendix to the Technical Proposal.</b></p>

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		<p><i>Populations and Services, 3.2, Scope of Services, 3.3, Staffing Requirements, 3.4, Deliverables, 3.5, Technical Requirements, and 3.7, Compliance. If the bidder must address every section of Section 3 as part of 7.2.2.4, please clarify how the responses in 7.2.2.4 relate to responses in other sections, e.g., 7.2.2.5, Description of Organization and 7.2.2.7, Staffing and Resumes</i></p>	
29 .	Page 20-21 Section 7.2.2.5 a., b.	Information requested could be lengthy. Would the Department prefer complete	<b>As further clarification, please include the lengthier information as an Appendix to the proposal.</b>

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		information in paper form or would a link suffice?	
30	Page 22, Section 7.2.2.9	Is an original version of the New Hampshire Certificate of Good Standing required?	<b>A copy of the Certificate of Good Standing will suffice.</b>
31	Page 22 Section 7.2.2.11 Required Attachments	Please clarify whether the bidder should include Exceptions to Terms and Conditions, Appendix A, as part of the Technical Proposal and/or the Cost Proposal.	<b>Please include the Exceptions to Terms and Conditions, Appendix A as part of the Technical Proposal.</b>
32	Page 22 Section 7.2.3.2	This section requests 4 years of recently audited financials. Due to the significant size of financials, would the Department be willing to accept the required	<b>The State will accept electronic PDF copies of the four years of audited financial statements on CD or Memory Card/Thumb Drive.</b>

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		financial documents in electronic submittal along with a link to a web address?	
33 .	Page 23, Section 7.2.3 Cost Proposal – Detail, Subsection 7.2.3.3. Required Attachments	This section refers to a Personnel Sheet, Exhibit E. However, this document is not included in the RFP package. Can the State please provide this form?	<b>Please disregard the request for Personnel Sheet as it is not a requirement of this RFP.</b>
34 .	Pages 22-23, Section 7.2.3 Cost Proposal	Please indicate where Appendix C, Cost Bid Sheet should be placed in the Cost Proposal.	<b>The Appendix C can be placed directly behind the Transmittal Cover Letter.</b>
35 .	Pages 26-51 Appendix B, Contract Terms and Conditions	Should Appendix B be completed and included in the Technical response?	<b>The Appendix B should be reviewed and any exceptions to the Appendix should be reflected in the Appendix A, Exceptions to Terms and Conditions.</b>
36 .	Appendix C	The pricing methodology combined with certain unknowns leaves great	<b>(a)Please see Question 20 for further clarification.</b>  <b>(b)It is expected that the selected vendor will provide for recommendations for rate setting for the RFP relative to select waiver services incorporated.</b>  <b>(c)As further clarification to Appendix C, the selected vendor will not review</b>

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		<p>room for variation in cost proposals. For example, the below is unknown at this time:</p> <p>a. Section 3.2.4. The number of ad hoc hours of support the State will request is unknown. Could the State provide an estimated number of hours of ad hoc consultation?</p> <p>b. Section 3.2.7 notes “the Consultant <b><i>may be asked</i></b> to make recommendation s relative to rate setting for the RFP and modifications to select waivers.” Should this work be included in pricing, and if so, could the</p>	<p><b>responses, but rather will assist the Department in the development of the RFP evaluation criteria/process.</b></p>
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		<p>State provide more information about the waivers for which the vendor may need to provide review?</p> <p>c. Appendix C. The number of proposals that will be received and must be evaluated. We have seen this number range from 3 proposals to 20 proposals. MCO responses are typically voluminous; therefore, estimating budget on a fixed price contract is challenging. These are just a few examples. Would the State consider providing a different pricing methodology? If not, please</p>	
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		consider providing a detailed set of deliverables so that cost proposals will be more comparable	
37	Appendix C	Should the bidder only provide costs for the two deliverables listed on page 1 of Appendix C or should the bidder augment the table to include additional deliverables?	<b>Please fill out the Cost Bid Sheet as instructed in Appendix C.</b>
38	Appendix D	How does Title VI compliance apply to the contractor and this RFP? Please confirm the contractor will not manage a program that interfaces with beneficiaries or anyone outside of the DHHS administration. If	<p><b>Limited English Proficiency &amp; Appendix D CLAS. This is to provide the State assurance that the bidder is in compliance with the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the Civil Rights Act of 1964. All bidders are required to return the three page Appendix CLAS Requirements document completed, signed and dated. The four factor analysis is not needed.</b></p> <p><b>The contractor will not manage a program that interfaces with beneficiaries or anyone outside of the DHHS administration.</b></p>

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		Title VI does not comply, does the contractor need to complete Appendix D?	
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